

G2G DESIGN AND CO-CREATION

Government to Government Webinar Series #3
August 9, 2021



PEPFAR

U.S. President's Emergency Plan for AIDS Relief



USAID

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WEBINAR PROCEDURES

1. Please put your country's name in the chat box to help us know who is on the line.
2. The recording and presentation for today's webinar will be emailed to attendees and also saved on ASAP's website www.intrahealth.org/asap-resources
3. Please use the Q&A for any questions. We will answer most of them in the Q&A box live and at the end of the presentations and all questions will be responded to afterwards and shared via email.
4. Please raise your hand if you would like to speak and you will be unmuted. The raise hand icon is on the bottom of your screen.
5. Please complete the poll during the last 15 minutes of the webinar to inform our future sessions.

Presentation Outline

- I. Welcome
- II. Overview of Design and Co Creation (*Ana Tahmazi and Deborah Kaliei, USAID/Washington*)
- III. Country Example: Lessons from Senegal on Design and Co-Creation (*Oumar Sagna, USAID/Senegal and Checih Hanne, Senegal Ministry of Health*)
- IV. Questions and Discussion

USAID PEPFAR G2G PARTNER GOVERNMENT SERIES

A Four-Part Webinar Series

PART 1

THURSDAY, MARCH 18, 2021

Introduction to Working with USAID
on Government to Government Agreements

[LINK TO
RECORDING](#)

PART 2

THURSDAY, MAY 27, 2021

USAID Government to Government Risk
Management: Lessons from Malawi, Ghana, Jordan

[LINK TO
RECORDING](#)

PART 3

MONDAY, AUGUST 9, 2021 • 9-10:30 a.m. ET

USAID Government to Government
Design and Co-Creation

[LINK TO
RECORDING](#)

PART 4

DATE TO BE DETERMINED

USAID Government to Government Agreement
Implementation

COMING
SOON



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I. OVERVIEW

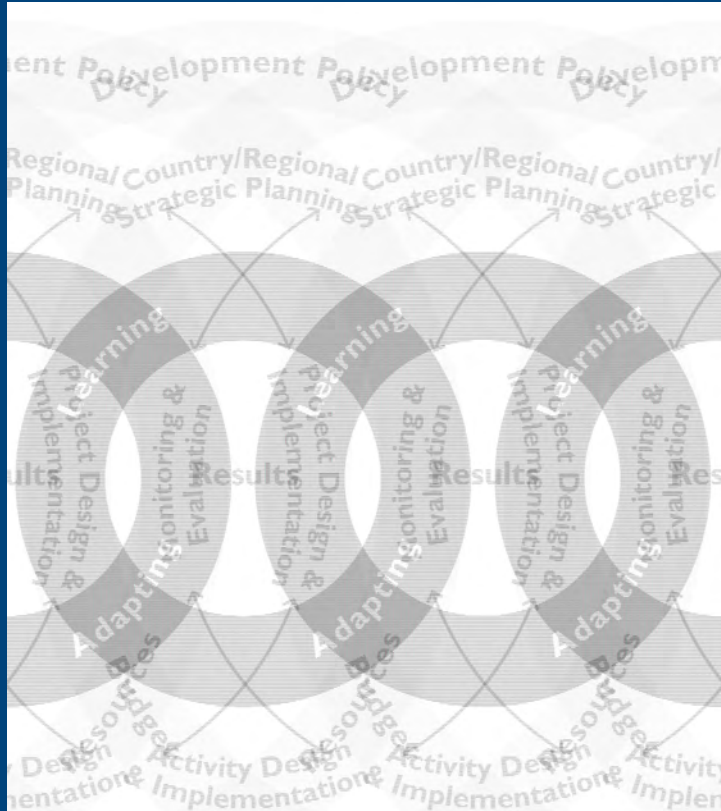
CO-CREATION DEFINITION

Co-creation is any activity that brings people together to collectively produce a **mutually-valued** outcome, using a participatory process that assumes **shared** power and decision-making.

Collaboration vs Co-Creation



USAID'S PROGRAM CYCLE PRINCIPLE



Promote
Sustainability
through **Local**
Ownership and
System
Strengthening

USAID'S APPROACH

- Promote locally-led, not donor driven
- Recognize partner governments' prominent role
- Emphasize the power of co-creation

Who are we designing (for) with?

What is their role in the system?

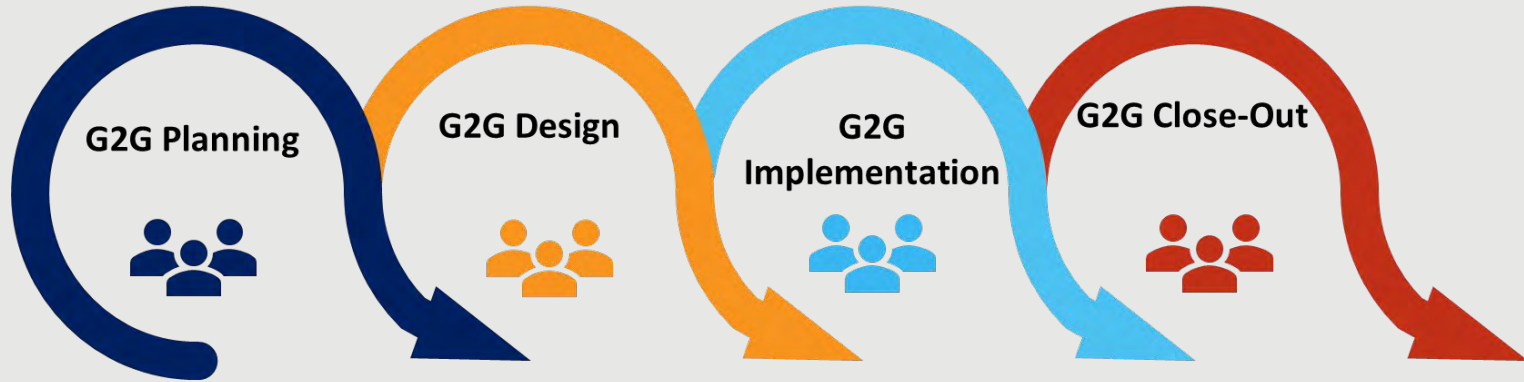
How do we engage them? Or leverage their role and resources?

...through **Government to Government Agreements**



- Co-define problems and co-create solutions to fit the country context.
- Leverage domestic resources to maximize outcomes.
- Use and strengthen partner government systems to sustain outcomes.

Co-Creation in the G2G lifecycle



- Validate eligibility and secure government commitment
- Co-define the problem
- Invest in partner government own priorities
- Align our priorities with partner government

- Co-create solutions
- Choice of mechanism
- Co-create milestone plans and capacity development plans
- Costing the milestones or agreement
- Negotiation process

- Share management responsibility to achieve progress

- Plan for close-out to sustaining investment
- Transfer Knowledge



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II. CO-CREATION IN THE DESIGN PHASE

INITIATE THE DESIGN PROCESS TOGETHER

- Partner Government and USAID are approached as **equals in a partnership** to:
 - **Co-design** activities to leverage the commitment, resources, expertise, and ownership of the partner country government system
 - **Build mutual agreement** between the partner government and USAID to implement an activity based on **mutually agreed objectives**



TIP: Often a **workshop** is held to bring together stakeholders at the start of co-creation

TYPES OF G2G AWARDS: 2 Types for Consideration

Fixed Amount Reimbursement (FAR) Agreement

- Output driven
- Reimburse based on output or associated milestone
- Increased risk on partner government entity
- **EXAMPLE: Achievement of Health or HIV Targets**

Cost Reimbursement (CR) Agreement

- Input driven
- Reimburse based on actual cost
- Increased risk on USAID
- **EXAMPLE: Salary Support, Procurement of Equipment**



Uganda Mbarara Regional Referral Hospital G2G Team meeting via Zoom with USAID G2G Team

TIP: Often there is a combination of both agreement types with one government entity.

NEGOTIATION ON G2G MILESTONES, ACTIVITIES, AND PAYMENT AMOUNTS

USAID and the Partner Government will negotiate the final terms of the G2G agreement before signing.

Example topics:

- Confirmation of **Milestone, Output, Target** #s, %s and Estimated Completion Dates
- Agreement on Milestone **Payment Amounts**
- Conclusion of Final **Risk Mitigation Plan** and any risk measures that need to be addressed prior to signing G2G agreement
- Final Coordination of **Verification forms** (or systems) to be used for Milestones and Reimbursement Requests

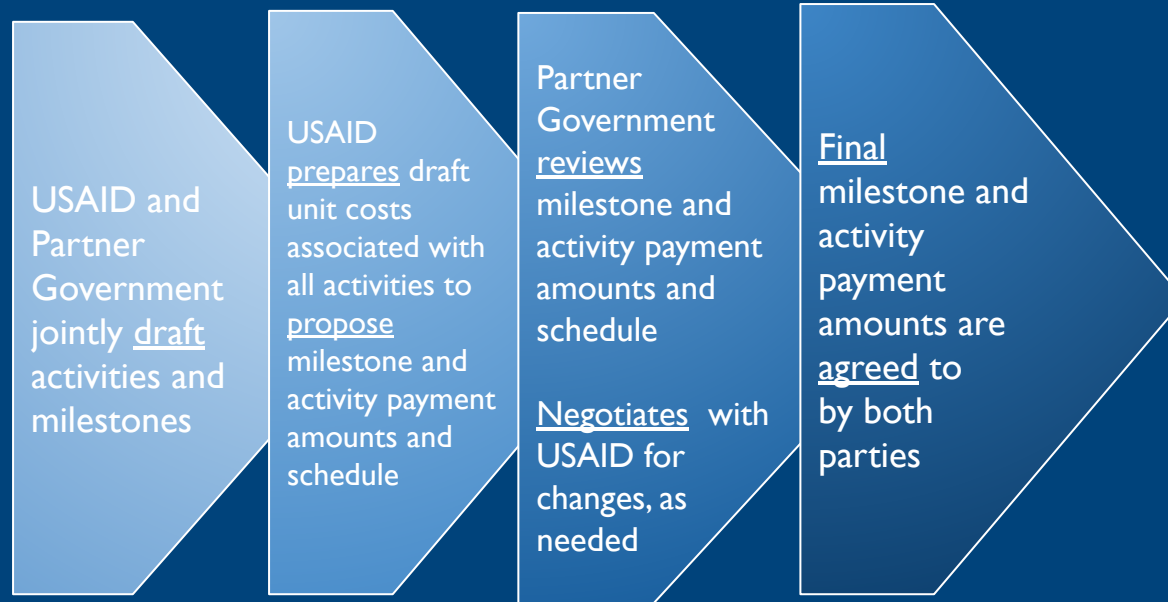
G2G MILESTONE TABLE EXAMPLE

Attachment III_Milestones								BLIMS hubs
Milestone	Output	Indicator	COP19 (FY20)_Target	Minimum performance threshold for milestone payment	Verification Method	Estimated milestone verification date	Timing	Estimated cost of milestone(\$)
CLINICAL MILESTONES								
HTS	Number of individuals who received HIV Testing Services (HTS) and received a positive result	HTS_TST_pos Monitoring trends in the uptake of HTS	317	317 positive patients identified during FY20/COP19	Review number of newly identified HIV positive people reported in DATIM(PEPFAR database) augmented by spot-check in HTS register at the health facility	11/30/2020	Q3 of pilot	\$9,903.60
TX_CURR	Number of adults and children currently receiving antiretroviral therapy (ART)	TX_CURR Assesses the ongoing scale-up of ART	4,390	4390) active on ART every quarter	Review number of HIV positive people active on ART reported in DATIM(PEPFAR database) augmented by spot-checks/ file audits register and patient file at health facility	5/31/ 2020	Quarterly	\$15,691.51
	Proportion of ART a suppressed viral result (<1000 copies/ml) documented in the			90% viral suppression rates every quarter	Review the s on the the viral (https://vldash clients receiving			\$31,639.18

Milestones can be PEPFAR indicators - already clear system to collect data

Costs are calculated based on unit expenditures for particular activities and resources needed to achieve milestones

G2G MILESTONE & COSTING NEGOTIATION PROCESS



TIP: This process can take weeks, but it is essential to have clear expectations on payment schedules and completion dates for successful implementation of the G2G award

PARTNER GOVERNMENT G2G IMPLEMENTATION: VERIFICATION & PAYMENT

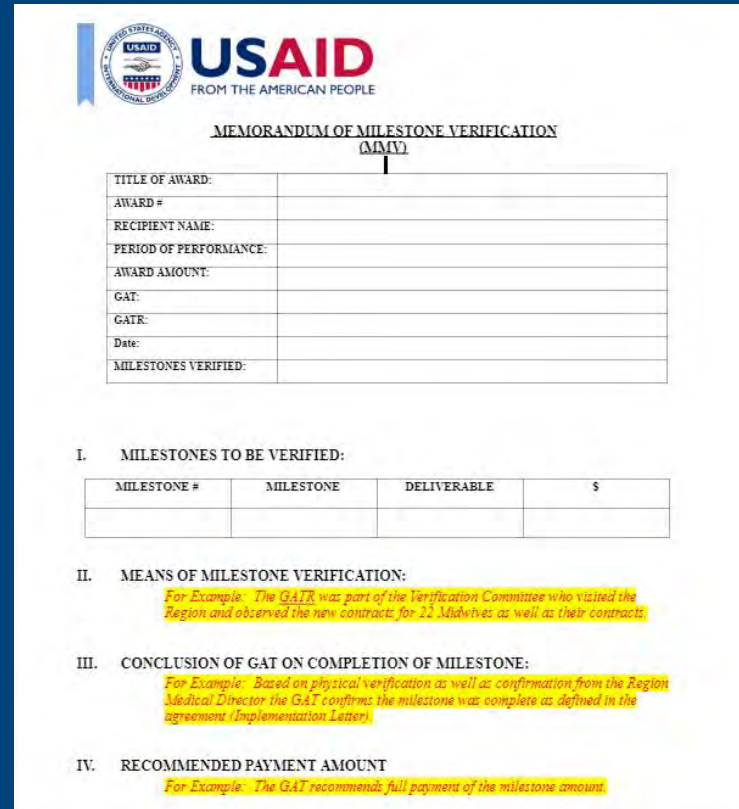
Verification

- Fixed Amount Reimbursement Award:
Milestone verification **based on results**
- Cost Reimbursement Award:
Activity verification **based on actual costs incurred**
- Verification Forms are often agreed to by Partner Government and attached to G2G award

Payment Structure

- **Advances are allowed** under G2G awards with USAID
- If a **milestone or activity is unmet**, in some cases, payments can still be made based on a pre-negotiated amount for partial completion

TIP: Partner Government and USAID work together to determine if a milestone or activity might be re-negotiated



The image shows a USAID memorandum form titled "MEMORANDUM OF MILESTONE VERIFICATION (MMV)". The form includes a header with the USAID logo and the text "FROM THE AMERICAN PEOPLE". Below the header is a table with the following fields: TITLE OF AWARD, AWARD #, RECIPIENT NAME, PERIOD OF PERFORMANCE, AWARD AMOUNT, GAT, GATR, Date, and MILESTONES VERIFIED. Below the table is section I, "MILESTONES TO BE VERIFIED:", which contains a table with columns for MILESTONE #, MILESTONE, DELIVERABLE, and \$. Below section I is section II, "MEANS OF MILESTONE VERIFICATION:", with an example text: "For Example: The GATR was part of the Verification Committee who visited the Region and observed the new contracts for 22 Midwives as well as their contracts". Below section II is section III, "CONCLUSION OF GAT ON COMPLETION OF MILESTONE:", with an example text: "For Example: Based on physical Verification as well as confirmation from the Region Medical Director the GAT confirms the milestone was complete as defined in the agreement (Implementation Letter)". Below section III is section IV, "RECOMMENDED PAYMENT AMOUNT", with an example text: "For Example: The GAT recommends full payment of the milestone amount".

Example of Zambia Milestone Verification Form



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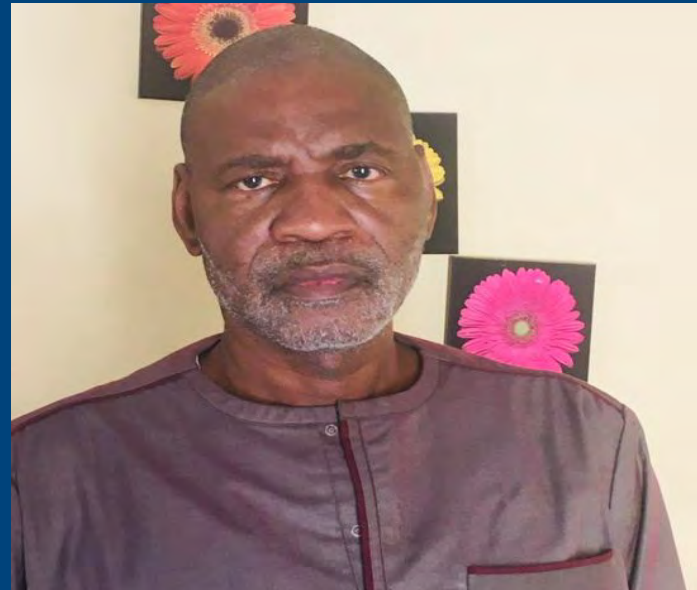
III. COUNTRY EXAMPLE:

Co-Creation in Senegal

SENEGAL SPEAKERS



Dr. Oumar SAGNA
Senior Direct Financing Advisor
(Finance and Fiscal Reform)
USAID Senegal/HPNO



Dr. Checih Hanne
G2G Focal Point
Direction of Planning Research
and Statistique (DPRS)
Senegal Ministry of Health

- Aid effectiveness agenda (Paris, 2005; Accra, 2008; Busan, 2011); and following high level summits on aid effectiveness
- USAID Policy (ADS 220)
- Experience in G2G Programming
- Since 2011
- Health G2G represented:
 - 9% of USAID/Senegal HPNO budget in 2020
 - 62% of G2G total obligation in the mission



2010-2014 “FIRST GENERATION”

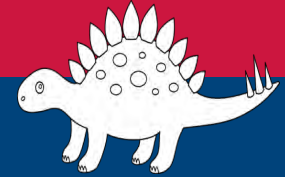
G2G AGREEMENTS IN PROCESS

TWO TRACKS

- 5 central level Fixed Amount Reimbursement Agreements (FARA) (managed by USAID)
- 6 regional level Fixed Obligation Grants (FOG)/Fixed Amount Agreements (FAA) (managed by Implementing Partners)



2015-2018 'TOWARD THE SECOND GENERATION'



The Mini-Mega FARA!

PRINCIPLES

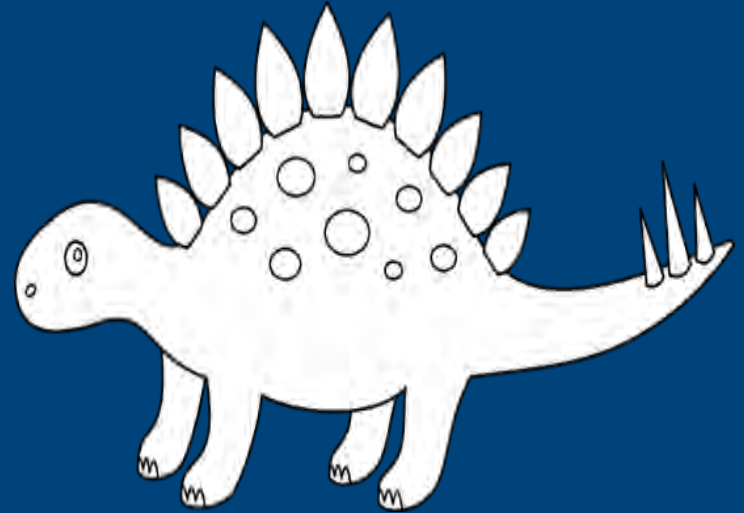
- G2G roadmap: Vision & Priorities
- Pilot: consolidation of central and regional level FARAs into one G2G agreement
- Engagement of the MoH/DAGE (Direction of Finance and Budget) and DPRS (Direction of Planning Research and Statistic) - critical step to transition to using PFM systems and the tipping point of co-creation
- Laid the foundations with the Ministry of Finance for establishing pre-financing G2G line item
- Fixed Amount Award as steps to transitioning towards G2G
- Wrap around technical assistance (TA) with TA Provider GoTAP (Government Technical Assistance Provider)



2019-PRESENT “THIRD GENERATION”

APPROACHES

- Consolidation of all health G2G agreements into one Implementation Letter (Mega IL)
- Incentives for local government contribution (Matching grant)
- Mission-wide wrap around TA: G2G Operational Support (G2G Ops)
- G2G Reference Guide

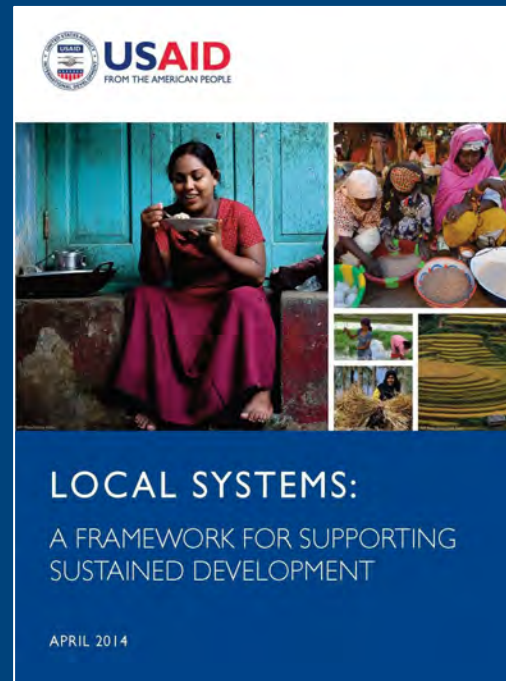


The Mega FARA!

WHAT DID WE LEARN OVERALL?

CO-CREATION IS KEY FOR THE SUCCESS OF G2G

- **Preparation:** TOR: Objectives, expected outcomes, timeline, modalities
- **Identify key actors** at each stage of the co-creation
 - USAID side
 - Partner Government side
- **Require strong coordination** within and across sectors
- **Strong understanding** of Partner Government socio-cultural, political and economic environment (style of communication)





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LESSONS LEARNED

G2G CO-CREATION PROCESS - *USAID AND MSAS*

CONTENT

- 1. A REMINDER ON G2G DIRECT FINANCING**
- 2. CO-CREATION PROCESS**
- 3. LESSONS LEARNED**
- 4. CHALLENGES**

INTRODUCTION

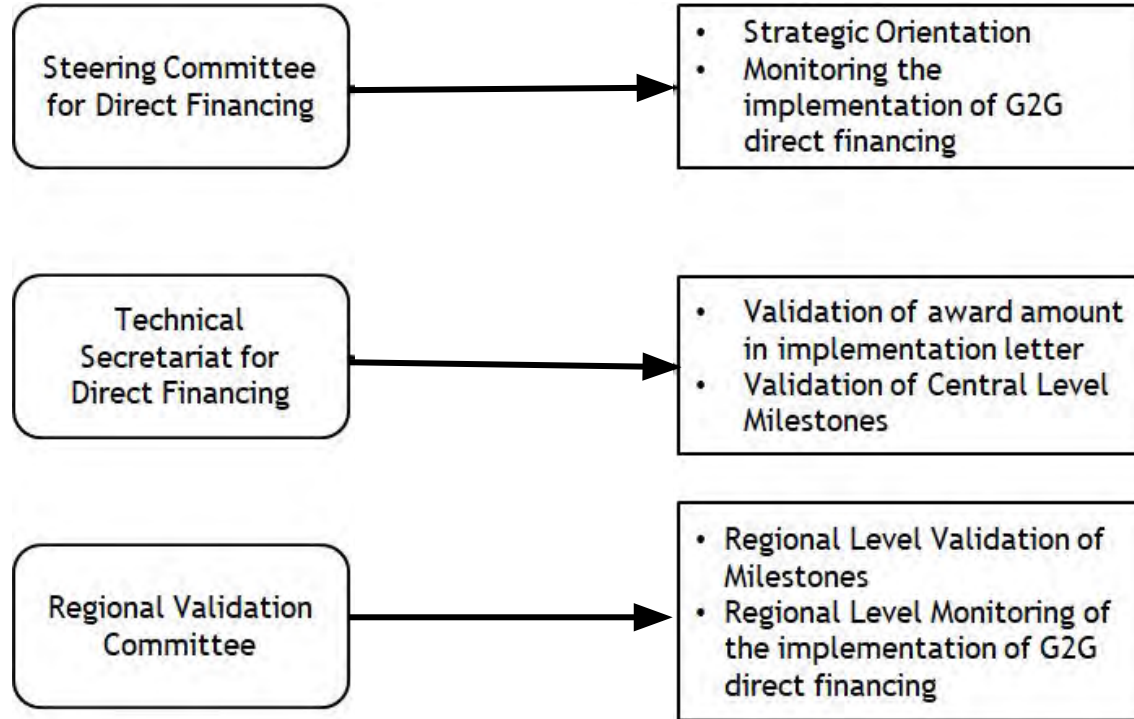
- G2Gs are developed in accordance with strategic orientations of the National Programme for Social Development (PNDS) and objectives of the Multiannual Expenditures Programming Document (DPPD)
- The management of resources mobilized, as in the implementation letter, is conducted in compliance with procedures of the followings systems of the Government of Senegal:
 - National Public Finance System
 - Procurement System
 - Procedure Manual of the National Program for Social Development (PNDS)
 - Monitoring & Evaluation System
 - Audit & Inspection System
 - Planning System

G2G OBJECTIVES

- Contribute to the reduction of maternal and infant mortality
- Contribute to the fight, prevention, and elimination of malaria



INSTITUTIONAL FRAMEWORK

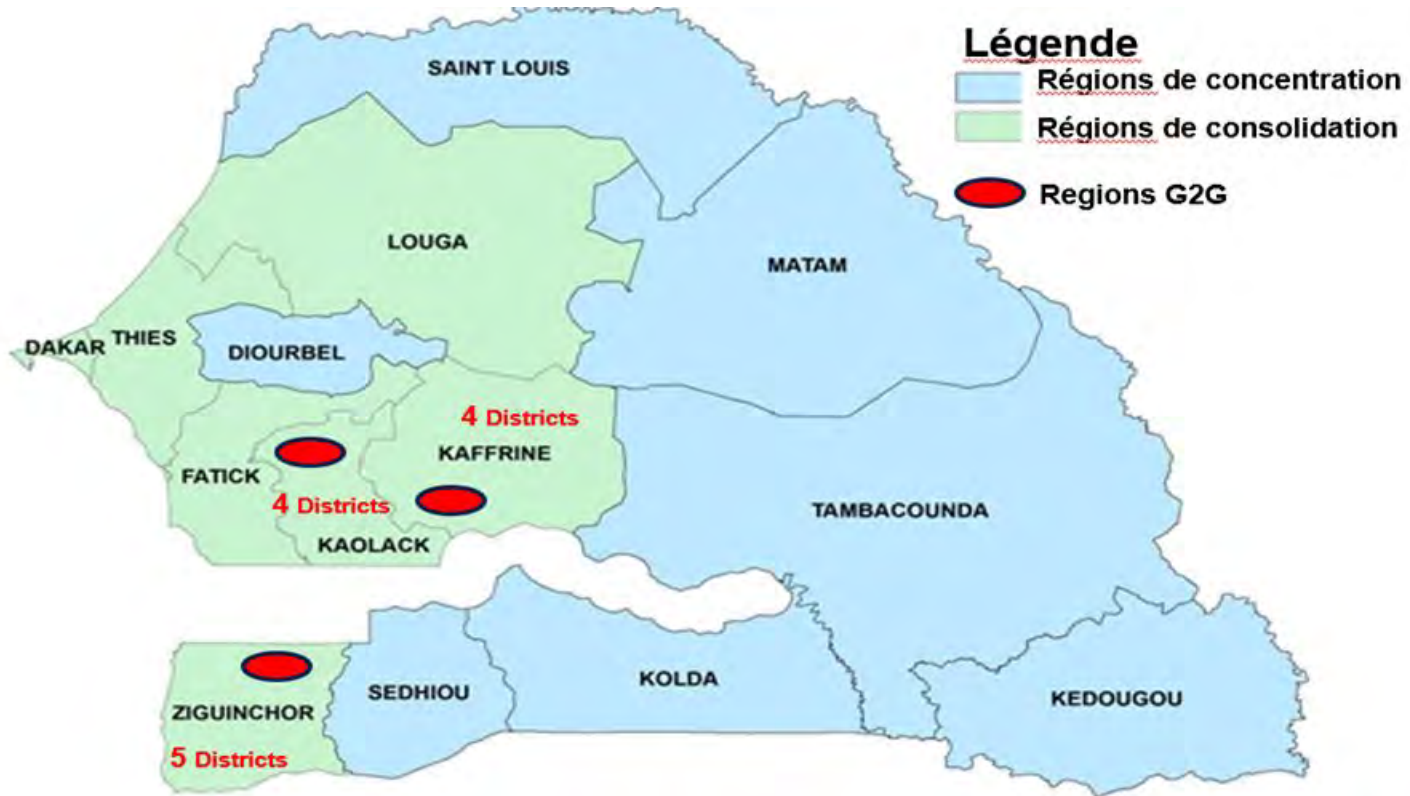


AREAS OF INTERVENTION

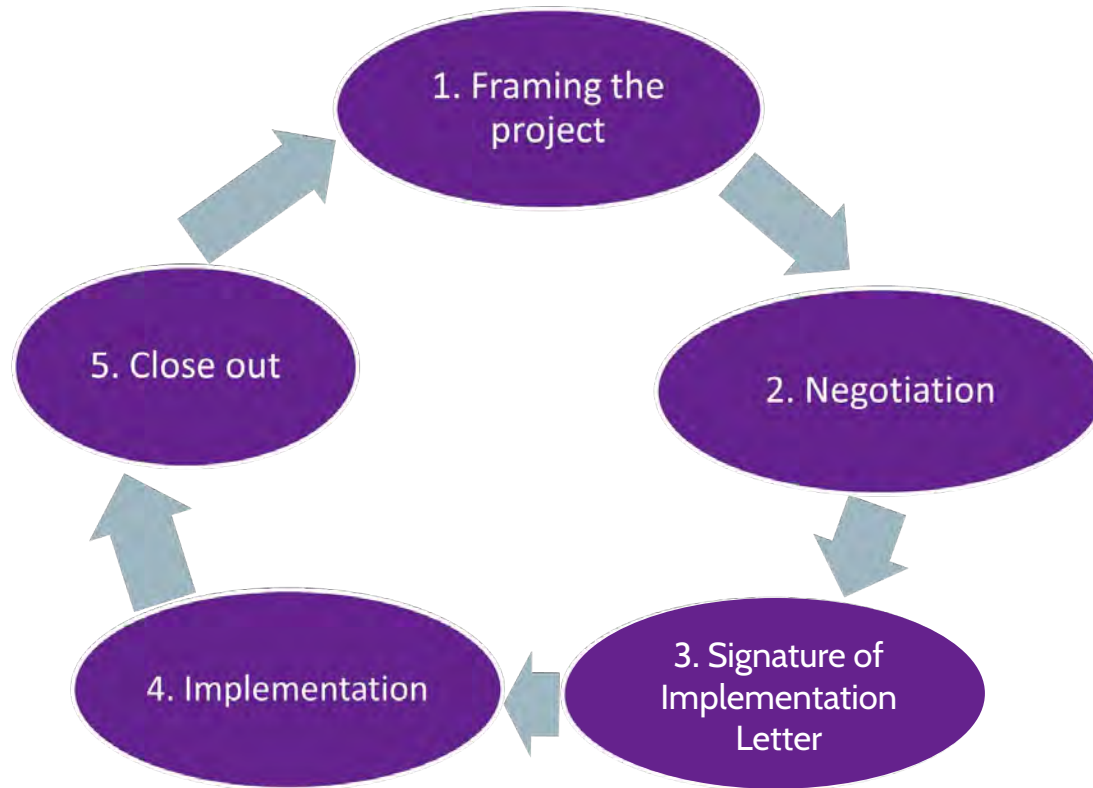
- Maternal, newborn, and child health
- Family planning
- Reproductive health for adolescents/young people
- Health information systems
- Fight against malaria
- Universal Health Coverage



ZONE OF INTERVENTION



G2G DIRECT FINANCING CYCLE



CONTENT

1. A REMINDER ON G2G DIRECT FINANCING
2. STAGES OF CO-CREATION
3. LESSONS LEARNED
4. CHALLENGES

STAGE I: FRAMING THE PROJECT

Transition Criteria

- Joint definition of transition criteria from FAA regions to G2G
- Joint validation of transition criteria and their application.

Notification letter

- Notification of award amount by USAID
- Joint validation sharing basis per beneficiary

Activity Calendar

- Elaboration of draft activity calendar by USAID
- Joint validation of activity calendar

Actors: DPRS-DAGE-REGIONS/MSAS; USAID

STAGE II: NEGOTIATION PHASE

Joint Preparation and Planification

- TOR
- Invitation letters
- Presentation models (activities, budget, CR, Counterparty, Milestone, performance framework)

Workshop

- Activity identification and budgeting
- Milestone definition and CR
- Counterparty discussions (State & CT)
- Identification of performance indicators

Joint Validation

- Presentation of joint work plan per Central/regional level beneficiary.
- Joint validation of milestones & CR
- Joint Validation of counterparties (State & CT)
- Joint validation of performance framework

Actors: Central/MSAS, Regional Authorities (administrative and health) CT, CDS, other PTFs (CRV/ST)

STAGE III: SIGNATURE OF IMPLEMENTATION LETTER

Development of the draft
Implementation Letter
by USAID

Review of the draft
Implementation
Letter by GDS

Integration of review
feedback and signature
of Implementation
Letter

Actors: USAID- Ministry of Finance and Budget (MFB)/Public Expenditure Authorization Department within the MFB (DODP-MSAS)/Direction of Planning Research and Statistic within the MoH (DPRS) - Direction of Finance and Budget within the MoH (DAGE) -REGIONS

STAGE IV: IMPLEMENTATION

Post Award Workshop on Implementation Letter

- Standard Provisions
- Specific Provisions
- Visibility and branding
- Environmental risk management requirement
- Signature of performance contracts

Joint Quarterly Review

- Performance framework monitoring
- Milestone attainment level
- Monitoring of CR implementation
- Sharing of quarterly work plans
- Scheduling of verification missions

Joint validation of milestones and CR (Regional Verification Committee (CRV) / Technical Secretariat (ST))

- Presentation of deliverables by beneficiaries
- Presentation of the GOTAP/USAID cross-verification report
- Validation by (Regional Verification Committee (CRV)/Technical Secretariat (ST))
- Transmission of deliverables and supporting documents for payment

Actors: Central/MoH, Regional Authorities (administrative and health) Local Government (CT), Health Development Committees (CDS), other Donors (PTFs), civil society organizations, decentralized technical services

STAGE 2



Actors: Central/MSAS, Regional Authorities (administratives and health) CT, CDS, autres PTFs, civil society organizations, decentralized technical services



CONTENT

1. A REMINDER ON G2G DIRECT FINANCING
2. CO-CREATION PROCESS
3. LESSONS LEARNED
4. CHALLENGES

LESSONS LEARNED

- Strengthening the ownership and accountability of actors
- Facilitation of domestic resource mobilization
 - **Central** (G2G & risk mitigation budget line)
 - **Local** (matching grant with local authorities)
- Consolidation of the partnership between GDS and USAID
- Facilitation of dialogue and exchange, especially in the implementation of reforms and policies



LESSONS LEARNED



- Ideal framework for joint problem solving through the different bodies (CRV/ST/CP)
- Adapting USAID assistance with the country's existing skills and expertise
- Necessity of good mastery of the government partner's environment is key for success in co-creation.



President's Malaria Initiative

CONTENT

1. A REMINDER ON G2G DIRECT FINANCING
2. CO-CREATION PROCESS
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CHALLENGES

- Alignment with the Senegalese government calendar
- Notification of Award Amount within prescribed deadlines
- Guide to clarify roles, responsibilities, and expectations of the relevant actor at each stage of the co-creation process.
- Availability of suitable tools, accepted by all stakeholders, in the co-creation process (planning, budgeting models, verification checklist, etc.)



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IV. Q&A

**THANK YOU
MERCI DE VOTRE ATTENTION**

